

26 OCT 1978

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for National Foreign Assessment
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : FY 1979 Personnel Development Program

1. Forwarded herewith are the report forms for Part I, Executive Level, Personnel Development Program for Fiscal Year 1979. This planning program continues to be the principal mechanism for the identification and career development of those officers in grades GS-13 through GS-17 and SPS level programmed for current or future executive and managerial assignments. The report serves the purpose of documenting this plan and providing senior officers of the Agency with the results of the Career Service planning.

2. As noted in the FY 1978 PDP transmittal memorandum, effective personnel planning begins with an awareness of Agency future policies and a forecast of new or changing demands for categories of personnel, a determination of shortages or excesses in relation to the identified needs, and development of plans and programs to remedy or balance the forecasted results. The personnel plans reflected in the PDP should be designed to satisfy these projected needs. To be successful, the design and development of these plans requires the input and oversight of those senior officers who are knowledgeable of the priorities and future objectives.

3. By its nature the PDP is not a static plan. It is a continuous program, subject to revision and change as events impact on planned developments. The planning exercises which support the PDP, with the requirement to identify and relate personnel resources and operational needs, create an awareness of situations and circumstances to facilitate the adjustment and quick response necessary for successful management.

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4. As a result of the individual reviews of the FY 1978 PDP with the DDCI, there have been a few changes in the information requested. To provide a better basis for an overall evaluation of the executive level resources of the Agency, Chart IV has been revised to include statistics for all officers in grades GS-15 through GS-17 and SPS judged to be fully qualified for executive level assignments without regard to their availability for current vacancies. There is also a separate report form for providing comparative statistics of available resources and identified needs. The third year planning data for identifying vacant positions is optional, although it is recommended consideration be given to projecting this information when possible. Many positions which are rotational in nature can become available twice within a three year period and should be considered in your personnel planning and development. Chart IIA Supplement contains a new line to report those officers on the Developmental Roster who, for whatever reason, are not considered to be in a developmental status nor have a developmental experience during the 1979 fiscal year. This line is provided primarily as a means of accounting when evaluating the number of developmental experiences planned for the officers listed. The number of officers not in developmental status, per se, should be minimal.

5. There are a few general precepts or goals to be followed in developing the FY 1979 PDP.

a. The total number of fully qualified GS-15 through GS-17 and SPS officers, plus the GS-15s who are expected to move from the Development Roster to the Executive List during the fiscal year concerned, should, at a minimum, match the number of executive level positions. It is preferable, however, to have a higher ratio of 1.5 or 2.0 and plans should be implemented to reach a higher ratio.

b. Unless the replacement for an expected vacancy at the executive level is already selected and approved, which should be noted by the individual's name on Chart VII, a minimum of two candidates should be identified as possible replacements. Where this is not possible, plans should be developed to eliminate the shortfall as soon as possible.

c. Except in rare situations, there should be at least one developmental experience (e.g., training courses or an assignment offering developmental or expanding opportunities) planned for each officer on the Development Roster in each fiscal year.

d. Be aware of the personal plans or goals of individuals either on the Roster or the Executive List for whom plans are being developed to identify where they are incompatible or need to be reconciled with office or Service plans.

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6. The completed Career Service PDP report, with name lists, is due to the Office of Personnel no later than 1 December 1978. Please forward two copies.

(Signed) F. W. M. Jarney

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Attachments

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